

Sharp Memorial Hospital Implementation Strategy Fiscal Years 2025 – 2028

As a not-for-profit organization, Sharp HealthCare (Sharp) places great value on the health and wellness of the San Diego community. This value is reflected in Sharp’s mission to improve the health of those we serve with a commitment to excellence in all that we do.

Sharp participates in a countywide collaborative to conduct a triennial Community Health Needs Assessment (CHNA) to identify the priority health needs facing the San Diego community, and also develops a separate CHNA for each individually licensed hospital. To learn more about Sharp's CHNA process and findings please view Sharp’s 2022 CHNAs (including the Sharp Memorial Hospital (SMH) CHNA) at: <https://www.sharp.com/about/community/community-benefits/health-needs-assessments.cfm>.

In response to the 2022 CHNA findings, each Sharp hospital, including SMH and Sharp Mary Birch Hospital for Women & Newborns (SMBHWN), created an implementation strategy that highlights the programs, services and resources provided by the hospital to address the identified health needs in its community (see graphic below).¹

2022 CHNA Priority Health Needs



The graphic above represents the **top identified community needs**, the **foundational challenges**, and the **key underlying themes** revealed through the 2022 CHNA process. The needs identified as the most critical for San Diegans are listed in the center of the circle in alphabetical — not ranked —

¹ In accordance with the requirements of Section 501(r)(3) within Section 9007 of the Patient Protection and Affordable Care Act (“Affordable Care Act”), and IRS Form 990, Schedule H for not-for-profit hospitals, the Sharp Memorial Hospital 2022 CHNA and implementation strategy also include needs identified for the community served by Sharp Mary Birch Hospital for Women & Newborns, as the two hospitals share a license, and report all utilization and financial data as a single entity to the Department of Health Care Access and Information.



order. The blue outer arrows of the circle represent the negative impact of two foundational challenges — health disparities and workforce shortages — which greatly exacerbated every identified need at the center of the circle. The orange bars within the outer circle illustrate the underlying themes of stigma and trauma — barriers that became more pervasive during the pandemic. In addition, SMH identified Maternal and Prenatal Care, including High-Risk Pregnancy as a priority health need for its community members.

Sharp has numerous support programs for patients and employees to help address the foundational challenges and underlying themes contributing to these needs and will continue to examine them with a goal to expand and improve offerings.

The following pages detail the strategies designed to address the community needs identified through SMH’s CHNA process. In addition, the Sharp HealthCare Community Health Needs Assessment Guide (CHNA Guide) provides a general overview of Sharp’s CHNA process as well as the programs that address the identified community needs. Please view Sharp’s most current CHNA Guide at: <https://www.sharp.com/about/community/community-benefits/health-needs-assessments.cfm>.

For questions regarding SMH’s implementation strategy or CHNA, please contact Erica Salcuni, Manager, Community Benefit and Health Improvement, at Erica.Salcuni@sharp.com.

SMH FY 2025 – 2028 Implementation Strategy

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Identified Community Health Need – Aging Care and Support				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Increase community awareness of senior health issues and connection to resources through a variety of health education and screening programs.	a. Provide information on various senior issues such as senior mental health, memory loss, hospice, senior services, nutrition, healthy aging and balance and fall prevention.	September 2023	James S. Brown Pavilion Community Health Librarian & Senior Resource Liaison	<p>Late 2023, the James S. Brown Pavilion’s Cushman Wellness Center Community Health Library ceased operations.</p> <p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> • Sharp HealthCare (Sharp), including the Cushman Wellness Center Community Health Library, connected with the City of San Diego’s Public Library to allow Sharp Health Care to provide community presentations, conferences as well as health and wellness screenings in person at various library locations <ul style="list-style-type: none"> ○ This effort will allow the Cushman Wellness Center Community Health Library and other Sharp entities to host free speakers on various health topics for the community • The Community Health Library reached approximately 400 community members through free in-person health education classes, as well as hundreds of individuals through quarterly newsletter mailings <p><u>Evaluation:</u> The Community Health Library collected evaluations from the participants at all educational offerings in order to assess quality and efficacy of programs and to incorporate feedback to further improve future courses.</p>
	b. Continue to participate in community health fairs and conferences for seniors.	September 2023	James S. Brown Pavilion Community Health Librarian & Senior Resource Liaison	<p>Late 2023, the James S. Brown Pavilion’s Cushman Wellness Center Community Health Library ceased operations.</p> <p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> • Participated in the Sharp HealthCare Aging Conferences held in Point Loma and Chula Vista <ul style="list-style-type: none"> ○ At the event, the Cushman Wellness Center Community Health Library provided resources and shared its service offerings to approximately 200 participants

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				<ul style="list-style-type: none"> • At a health and wellness fair at the John D. Spreckels Center, the Cushman Wellness Center Community Health Library distributed health information pamphlets • Sharp Memorial Hospital (SMH) partnered with the Point Loma Community Presbyterian Church in March and the North University Community Library three times in June to provide free community memory screening events <ul style="list-style-type: none"> ○ More than 20 community members participated in the events, where they also learned about brain health and opportunities to participate in clinical trials for dementia and Alzheimer’s disease
	c. Offer health screenings, including monthly blood pressure clinics.	September 2023	James S. Brown Pavilion Community Health Librarian & Senior Resource Liaison	<p>Late 2023, the James S. Brown Pavilion’s Cushman Wellness Center Community Health Library ceased operations.</p> <p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> • Partnered with community organizations to offer free blood pressure screenings at various events in the community <ul style="list-style-type: none"> ○ In February, the Cushman Wellness Center Community Health Library partnered with the Point Loma Community Presbyterian Church to provide 40 community members with blood pressure screenings and heart health information ○ In May, the Cushman Wellness Center Community Health Library partnered with the San Diego Public Library’s North University Community Library to provide blood pressure screenings, as well as heart and lung health information to 20 community members
2. Engage and collaborate with local community organizations that address senior health issues in order to foster future opportunities for	a. Maintain active relationships with community organizations serving seniors throughout San Diego.	September 2023	James S. Brown Pavilion Community Health Librarian & Senior Resource Liaison	<p>Late 2023, the James S. Brown Pavilion’s Cushman Wellness Center Community Health Library ceased operations.</p> <p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> • Partnerships between local community organizations serving older adults and the Cushman Wellness Center Community Health Library include: Serving Seniors (all locations, including



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collaboration in provision of education, screening, and other resources to seniors and vulnerable populations.				<p>the New Palace Senior Residence), San Diego Public Library (all locations), Jewish Family Service of San Diego, Caregiver Coalition of San Diego, County of San Diego Aging and Independence Services, County of San Diego Adult Protective Services, Southern Caregiver Resource Center, Alzheimer’s San Diego, San Diego Community Action Network, San Diego County Council on Aging, Community Center for the Blind and Visually Impaired, St. Paul’s PACE (Program of All-Inclusive Care for the Elderly), Point Loma Community Presbyterian Church, and the Peninsula Shepherd Senior Center</p> <ul style="list-style-type: none"> ○ The Community Health Librarian & Senior Resource Liaison meets regularly with staff of these organizations to plan programs, share resources, and assist in promoting their services to seniors and caregivers
3. Improve access to quality hospice, palliative and end-of-life care.	a. Maintain active relationships with or participate on local, state and national community boards and committees to expand access to quality hospice, palliative and end-of-life care.	Ongoing	Various, Sharp HospiceCare	<p>FY 2024 and 2023 Activities:</p> <ul style="list-style-type: none"> • Participated on several local, state and national community boards and committees dedicated to hospice, palliative and end-of-life care, and the needs of seniors. This included, but was not limited to, the Caregiver Coalition of San Diego, Coalition for Compassionate Care of California (CCCC), East County Senior Service Providers, San Diego County Hospice Veteran Partnership, California Hospice and Palliative Care Association (CHAPCA), San Diego County Coalition for Improving End-of-Life Care, California Health Care Foundation’s California Physician Orders for Life-Sustaining Treatment (POLST) eRegistry Implementation Committee, and San Diego County Medical Society Bioethics Commission • Continued to participate in the Health Services Advisory Group/Sharp Grossmont Care Coordination Collaborative • Sharp HospiceCare leadership also continued to serve on the board of directors for CHAPCA
	b. Collaborate with a variety of experts throughout San Diego County (SDC) to provide ethical and	Ongoing (evaluated annually)	Vice President (VP), Sharp HospiceCare Advance Care Planning (ACP)	<p>FY 2023 Activities:</p> <p>As part of the San Diego County Medical Society Bioethics Commission, in FY 2023, Sharp HospiceCare served on the bioethics workgroup for the development of a new framework called the San Diego County Allocation of Scarce Resources During Crisis Care – The Community Standard of Care Consensus. This countywide framework was rapidly developed as a collaborative effort between San</p>

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	equitable crisis care throughout the county.		Coordinator, Sharp HospiceCare	Diego County’s (SDC) hospital, medical, nursing, bioethics and legal experts to provide ethical and equitable crisis care throughout SDC during the COVID-19 (coronavirus disease 2019) pandemic.
5. Increase the availability of education, resources and support to community members with life-limiting illness and their loved ones.	a. Provide 13 mailings of bereavement support newsletters.	Ongoing (evaluated annually)	Bereavement Department, Sharp HospiceCare	<p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> In FY 2023, Sharp HospiceCare mailed an average of 1,660 monthly bereavement support newsletters to community members for the year following the loss of a loved one <p><u>Evaluation:</u> Sharp HospiceCare tracks the number of mailings annually through an internal database.</p>
	b. Support the unique advanced illness management and end-of-life care needs of military veterans and their families through participation in veteran-oriented community events and services.	Ongoing (evaluated annually)	Bereavement Department, Sharp HospiceCare	<p><u>FY 2023 Activities:</u> At a variety of community events throughout 2023, Sharp HospiceCare provided resources and information on veteran programs.</p> <p>FY 2023 veteran-specific community work included:</p> <ul style="list-style-type: none"> Participated in pinning ceremonies for more than 70 veterans throughout SDC, including St. Paul’s Plaza retirement community in Chula Vista and Covenant Living at Mount Miguel Celebrated 90 community veterans during events at Westmont of La Mesa senior living and Pacifica Senior Living Bonita Continued to sponsor the facility’s Veterans Honor Wall by arranging photography services and framing veteran residents’ photos at a senior living facility In celebration of Veterans Day in November, volunteers recognized more than 70 Sharp HospiceCare veteran patients through pinning ceremonies <p><u>Background:</u> Since 2010, Sharp HospiceCare has been a member of the San Diego County Hospice Veteran Partnership. Sharp HospiceCare is a Level 4 Partner of We Honor Veterans, a national program developed by the National Hospice and Palliative Care Organization in collaboration with the US</p>

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				Department of Veterans Affairs, to empower hospice professionals to meet the unique end-of-life needs of veterans and their families. To date, Sharp HospiceCare is expanding their services and keeping staff, volunteers and the community engaged with the necessary annual education and outreach. At Level 4 the organization has achieved improved access to and quality of care for community veterans.
	c. Continue to provide community education and resource services throughout San Diego.	Ongoing effort (programs planned on an annual basis)	Business Development Department, Sharp HospiceCare	<p><u>FY 2024 and 2023 Activities:</u> Sharp HospiceCare supports the San Diego community in the areas of end-of-life care and Advanced Illness Management through the provision of education and resources at community health fairs and events, as well as educational presentations to community groups. In FY 2023, activities served nearly 1,000 community members:</p> <ul style="list-style-type: none"> • Shared information and resources about hospice and palliative care at the Sharp HealthCare Aging Conferences: Experience the Spectrum of Care, held at the Chula Vista Elks Lodge and the Point Loma Community Presbyterian Church • Provided information about hospice, palliative care and advance care planning (ACP) at the 2024 and 2023 Sharp Women’s Health Conferences • Shared information about hospice and palliative care with 370 individuals at community-sponsored health fairs and events • Provided phone-based education to 300 community members seeking general information about hospice and palliative care. <p><u>Evaluation:</u> Sharp HospiceCare tracks the number of community education events through an internal database.</p>
	d. Continue to offer individual and family bereavement counseling and support groups.	Ongoing (evaluated annually)	Bereavement Department, Sharp HospiceCare	<p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> • Sharp HospiceCare’s licensed clinical therapists with specific training in grief and loss devoted time to home-, office-, and phone-based as well as virtual bereavement counseling with people who have lost loved ones

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				<ul style="list-style-type: none"> ○ Referrals to community counselors, mental health services, bereavement support services and other community resources were provided as needed ● Sharp HospiceCare continued to provide a variety of free bereavement education and in-person support groups that served more than 100 members of the community <ul style="list-style-type: none"> ○ Provided four eight-to-ten-week Widows and Widowers counseling groups for individuals who have lost their spouses ○ A Sharp HospiceCare music therapist led a one-time interactive Musical Poem and Songwriting workshop and an expanded five-session version to provide creative opportunities to explore loss of a loved one ● Supported community members grieving the loss of a loved one through its Support During the Holiday Season education groups in November and December ● Provided bereavement education throughout the year to older adults at San Diego Oasis in La Mesa, Noah Homes staff and members of the CCCC <p>Evaluation: Sharp HospiceCare tracks the number of individual and group counseling sessions through an internal database.</p>
	e. Provide advance care planning (ACP) for community groups as well as individual consultations.	Ongoing (evaluated annually)	ACP Department, Sharp HospiceCare	<p>Sharp offers a free and confidential ACP program to support community members as they consider their future health care options.</p> <p>FY 2024-2025 Plans:</p> <ul style="list-style-type: none"> ● Provide information and education to attendees at the 2025 Sharp Women's Health Conference ● Host a book study focused on ACP at the Grossmont HealthCare District and various ACP 101 presentations at senior residences across SDC <p>FY 2023 Activities:</p>

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				<ul style="list-style-type: none"> • Hosted various workshops in the community and classes, reaching 325 community members. This included: <ul style="list-style-type: none"> ○ A Legacy Letter Writing Workshop (sharing values, goals, and personal legacy wishes) at Grossmont HealthCare District, Point Loma Community Presbyterian Church and Scripps Miramar Ranch Library, as well as a four-part series at the Grossmont HealthCare District, to nearly 60 community members • Sharp HospiceCare collaborated with Sharp Grossmont Hospital’s (SGH) Community Resource Center to provide two ACP workshops for more than 40 community members at Grossmont HealthCare District and the Elks Lodge in Chula Vista • Engaged community members on an ongoing basis in ACP education, including: <ul style="list-style-type: none"> ○ One in person and two virtual classes centered around spirituality and health care planning served nearly 20 community members. ○ An interactive, virtual class titled Baseball and Advance Health Care Planning: Play Ball!, which covered information on health care planning and developing a plan ○ A three-week book study explored Tuesdays with Morrie, a memoir that shares conversations about life and death with a friend before they passed away ○ Virtual and in person ACP 101 presentations throughout the year at various locations, reaching 45 community members • Offered a variety of free resources on Sharp HospiceCare’s ACP website to the community through PREPARE for Your Care • Provided free consultations to more than 190 community members seeking guidance with identifying their personal goals of care and health care preferences, appointing an appropriate health care agent and completing an advance directive • Participated in an interview for a Kaiser Health News article titled “More Californians Are Dying at Home. Another Covid New ‘New Normal’?”

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				<ul style="list-style-type: none"> Reached more than 35 community members through education on POLST, ACP and the End of Life Option Act for the San Diego County Coalition for Improving End-of-Life Care, East County Senior Service Providers and community members at the Coronado Public Library Shared ACP information at the Sharp HealthCare Aging Conferences: Experience the Spectrum of Care, which were held at the Chula Vista Elks Lodge and the Point Loma Community Presbyterian Church, and reached 200 community members <p>Background:</p> <ul style="list-style-type: none"> Since 2014, Sharp has offered the Advance Health Care Directive: A Guide for Outlining Your Health Care Choices. This form uses easy-to-read language to describe what an advance directive is, as well as how and why to complete one.
6. Provide education and outreach to the San Diego community concerning hospice and palliative services within the care continuum, in order to raise awareness of the choices available toward the end of life and empower community members so that they and their family members may take an active role in their treatment.	a. Provide hospice, palliative care and ACP education and training to physicians, case managers, other health care professionals and health care students.	Ongoing (evaluated annually)	<p>Medical Director, Sharp HospiceCare</p> <p>Business Development Department, Sharp HospiceCare</p> <p>ACP Coordinator, Sharp HospiceCare</p>	<p>FY 2023 Activities:</p> <ul style="list-style-type: none"> Provided 300 hours of mentorship to students pursuing nursing and advanced practice degrees <ul style="list-style-type: none"> Academic institution partners included Azusa Pacific University, University of San Diego and West Coast University, Los Angeles Presented on bioethics, spirituality and medicine to 30 physician assistant graduate students from Point Loma Nazarene University (PLNU) Partnered with SDCCC to provide monthly education and training on POLST to more than 50 community health professionals and students <ul style="list-style-type: none"> Included clinicians from local skilled nursing facilities, including Sharp facilities, as well as students from California State University San Marcos These web-based seminars helped develop and enhance participants’ skills for facilitating meaningful conversations with patients and families about their care goals Additional education included a presentation for a CCCC webinar titled, The Turbulent Landscape of End-of-Life Ethics in California; a presentation on current topics in spiritual care to chaplains across California during the CCCC Annual Palliative Care



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				<p>Summit; and a virtual presentation for a National Academies of Sciences, Engineering and Medicine roundtable on quality care for people with serious illness</p> <p>Evaluation: Presentations provided to the health care community are evaluated through survey and tracked through an internal Excel database. Survey and data tracking serve to evaluate effectiveness and to document activities for Sharp’s annual Community Benefit Plan and Report.</p>
	b. Continue active involvement with and participation on state and national hospice organizations , including presentations on understanding late-stage illness, changing our culture of care to one of partnership and a continuum of care perspective, ACP etc.	Ongoing (evaluated annually)	VP, Sharp HospiceCare Medical Director, Sharp HospiceCare	<p>FY 2024 and 2023 Activities:</p> <ul style="list-style-type: none"> • Provides presentations each year in collaboration with state and national organizations • Sharp HospiceCare leadership continues to serve on the California Hospice and Palliative Care Association (CHAPCA) board <p>Evaluation: Community presentations provided through Sharp HospiceCare — including those to professional organizations — are evaluated through survey to evaluate effectiveness and revise program content.</p>
7. Collaborate with community, state and national organizations to develop and implement appropriate services for the needs of the aging population.	a. Explore partnership with community organizations designed specifically to meet the needs of caregivers.	Ongoing (evaluated annually)	Business Development Department, Sharp HospiceCare	<p>FY 2024 and 2023 Activities: Sharp HospiceCare will continue to explore collaborations — see line items below.</p> <p>Please refer to line item 5b, line item 5c, line item 5e and line item 6b for additional information on current efforts.</p> <p>Background:</p>

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				Sharp’s ACP team partners with San Diego Health Connect, Health and Human Services Agency’s Aging and Independence Services, Health Services Advisory Group, County of San Diego Emergency Medical Services, and various health care providers in SDC to ensure that community providers have access to POLST forms through the San Diego Healthcare Information Exchange, a countywide program that securely connects health care providers and patients to private health information exchanges. The Sharp HospiceCare ACP team participates in this initiative — funded by California Health Care Foundation and supported by the CCCC and California Emergency Medical Services Authority — to create an electronic POLST registry (POLST eRegistry).
	b. Continue to collaborate with a variety of local networking groups and community-oriented agencies to provide caregiver classes, end-of-life programs, ACP seminars, web presentations and community-related information for consumers and health care professionals.	Ongoing (evaluated annually)	Business Development Department, Sharp HospiceCare	<u>FY 2024 and 2023 Activities:</u> Please refer to line item 5b , line item 5c , line item 5e and line item 6b for additional information on current efforts.

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Identified Community Health Need – Behavioral Health				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Not applicable (NA)	a. NA	NA	NA	<p>Background: Behavioral Health is identified as a health need in SMH and Sharp Mary Birch Hospital for Women and Newborns (SMBHWN) patient community. Although SMH and SMBHWN are not Lanterman-Petris-Short Act facilities, SMH and SMBHWN provide resources to address this priority. SMH and SMBHWN aim to improve behavioral health and psychiatric assessment capabilities to assure quality therapeutic treatment modalities. SMH employs a team of Psychiatric Nurse Practitioners on staff, which work under the direction of a California-licensed Psychiatric Physician. The nurse practitioners provide psychiatric assessment, treatment and medications to patients in the Emergency Department (ED), observation units, and in-patient units at the request of the medical attending physician. An interdisciplinary Behavioral Health Committee provides evaluation, direction and oversight to assure behavioral health-related education for facility staff and processes are optimized. Further, both SMH and SMBHWN maintain Psychiatric Nurse Practitioners on staff that provide consultative services to patients in the ED as well as patients that have been admitted to the hospital.</p> <p>SMH’s clinical social workers provide patients with support, education and resources to help address behavioral/emotional health issues that often accompany many health conditions (e.g., cancer, postpartum depression, physical rehabilitation, etc.).</p> <p>More comprehensive behavioral health needs of SMH's patient community are addressed through the programs/services provided through Sharp Mesa Vista Hospital (SMV) and Sharp McDonald Center, which are the major providers of behavioral health and chemical dependency services in SDC. SMV is located on the same campus as SMH and is a collaborative partner to SMH in providing psychiatric care.</p>

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Identified Community Health Need – Cancer				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Improve navigation of the health care system for cancer patients in San Diego County through patient navigation services.	a. Continue to offer the cancer patient navigator program to SMH cancer patients.	Ongoing	Sharp Memorial Hospital (SMH) Clinical Case Manager, Oncology Administration	<p><u>FY 2024-2025 Plan:</u></p> <ul style="list-style-type: none"> The Cancer Centers of Sharp plan to revamp the current model for navigation and restructure navigator roles and responsibilities to better distribute resources to more disease sites <p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> Nurse navigators provided ongoing guidance for patients and families impacted by all cancer diagnoses through myriad supportive services, including referrals to numerous community agencies, explanation of procedures and test results, assistance with financial resources and more In FY 2023, patients were assisted by SMH’s cancer patient navigators in person and virtually The team includes nurse patient navigators, licensed clinical social workers, genetics counselors, registered dietitians and clinical trials specialists During an annual review with the navigators from the Cancer Centers of Sharp HealthCare (Cancer Centers of Sharp), which includes SMH, SGH and Sharp Chula Vista Medical Center, the most significant challenge identified was the shortfall in providing navigation services to all Sharp cancer patients <ul style="list-style-type: none"> An analysis of patients navigated by tumor site was completed using Navigation PowerForm documentation With the recent addition of the hepatobiliary tumor board, Sharp has increased the support this patient population needs from dedicated navigators and dietitians The Cancer Centers of Sharp share direct links to community resources and agencies by service needed as well as information on ACP on sharp.com The Cancer Centers of Sharp also include an online assessment on sharp.com for individuals to assess if at risk and qualify for a lung screening

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Identified Community Health Need – Cancer				
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				Representatives throughout the Sharp system are exploring ways to further assist newly diagnosed cancer patients who are particularly anxious at this vulnerable time, including development of accessible community resources and timely support.
	b. Provide and refine SMH Cancer Patient Navigation Distress Screening technology to screen, track and respond to psychological, spiritual, practical and other social needs experienced by cancer patients and their families.	Ongoing (evaluated annually)	VP Oncology Service Line SMH Cancer Patient Navigator Coordinator Oncology Social Workers Sharp Nurses	<p><u>FY 2024-2025 Plan:</u></p> <ul style="list-style-type: none"> Expand use of the distress screening tool to increase the number of patients screened at least one time, as well as the number of patients screened more than one time, especially at times of care transitions <p><u>Distress Screening Background:</u> Distress Screening — to assess psychological, social, spiritual and practical issues contributing to cancer patient distress – has been conducted at SMH over the past several years. This tool identifies patient needs in greater detail in order to make them actionable and rate them by intensity so that they may be prioritized and addressed appropriately. Routine reports including number of patients screened, information on the issues that are most challenging for patients and the percentage of patients rated in high distress are reported to the Integrated Network Cancer Program (INCP) and to hospital entities annually. The information will drive efforts to target and provide additional support and resources to better meet our patient needs.</p>
2. Increase cancer education and support for San Diego community members with cancer diagnoses.	a. Offer educational presentations and physician-led lectures to provide personal information about cancer diagnoses by reviewing pathology reports and explaining in layman’s terms.	Ongoing (evaluated annually)	SMH Clinical Case Manager, Oncology Administration	<p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> The Cancer Centers of Sharp hosted a Lunch and Learn Cancer Education series that discussed a unique cancer-related topic each month for community members, patients and families A monthly New Cancer Diagnosis webinar provided insight on coping, adjusting and growing through one’s new cancer experience Other webinars included breast cancer treatment and life after cancer

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Identified Community Health Need – Cancer				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	b. Continue to provide ongoing support groups to members of the community diagnosed with cancer.	Ongoing	SMH Medical Social Worker, Oncology Administration SMH Clinical Case Manager, Oncology Administration	FY 2023 Activities: <ul style="list-style-type: none"> ○ The Cancer Centers of Sharp, including the Laurel Amtower Cancer Institute and Neuro-Oncology Center (Laurel Amtower Cancer Institute) and Sharp outpatient oncology social workers, continued to provide a variety of free support groups for more than 1,800 community members impacted by cancer
	c. Continue to provide ongoing social and psychosocial support to community member with cancer diagnoses.	Ongoing	SMH Cancer Licensed Clinical Social Worker Nurse navigators	FY 2023 Activities: <ul style="list-style-type: none"> ● In FY 2023, licensed clinical social workers, as well as two student interns, provided free psychosocial counseling and support as well as referrals to community organizations to approximately 2,200 patients and family members ● Nurse navigators provided ongoing guidance for patients and families impacted by all cancer diagnoses, including but not limited to breast, head and neck, lung, pancreas, colorectal, testicular, gynecological, and brain and spinal tumors <ul style="list-style-type: none"> ○ This included assistance with appointment scheduling; explanation of procedures and test results; provision of educational resources and supportive services; assistance with financial resources; and referrals to multiple community agencies ○ Please refer to the Sharp HealthCare Community Benefit Plan and Report, Fiscal Year 2023 for additional details
3. Increase community education on the signs and symptoms of cancer through education and screening events.	a. Continue to offer free education, support sessions and community resources.	Ongoing	SMH Clinical Case Manager, Oncology Administration	FY 2024-2025 Plan: <ul style="list-style-type: none"> ● The Cancer Centers of Sharp plan to continue hosting a virtual community event in fall 2024 FY 2023 Activities:

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Identified Community Health Need – Cancer				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> • In partnership with the Cancer Centers of Sharp, the Laurel Amtower Cancer Institute reached 1,800 community members through free classes and workshops that addressed the mental and emotional well-being of individuals impacted by cancer • The Cancer Centers of Sharp offered a webinar titled Surviving Cancer: Thriving After a Diagnosis to more than 70 individuals • In collaboration with the Cancer Centers of Sharp, the David & Donna Long Cancer Center hosted a monthly Lunch and Learn Cancer Education series featuring cancer-related topics • Collaborated with the Cancers Centers of Sharp to provide a virtual community event on cancer-related topics, and a question-and-answer session for more than 40 cancer patient survivors, family members and caregivers • A monthly New Cancer Diagnosis webinar provided insight on coping, adjusting and growing through one’s new cancer experience • Sharp HospiceCare’s ACP department collaborated with the Laurel Amtower Cancer Institute to provide a virtual presentation on spirituality, faith, religion and cancer for oncology patients • Other webinars included nutrition management and healthy eating before, during and after treatment; nutrition and healthy eating during and after breast cancer treatment; cancer and lymphedema — a condition where swelling occurs because of damage or blockage in the lymphatic system; and structured healing art activities to improve overall well-being <ul style="list-style-type: none"> ○ The virtual class format allowed community members to participate in the comfort of their own homes, resulting in increased attendance compared to pre-pandemic levels • Free virtual workshops for patients and community members, including relaxation skills and social support. In FY 2023, two new monthly workshops were offered specifically for brain tumor patients and their loved ones <ul style="list-style-type: none"> ○ More than 500 community members attended these classes and workshops • The Cancer Centers of Sharp, including the Laurel Amtower Cancer Institute, offered education on cancer and risk awareness <ul style="list-style-type: none"> ○ Please refer to line item 3c below for details

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Identified Community Health Need – Cancer				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> 20 community members participated in the annual Brain Tumor Workshop <ul style="list-style-type: none"> During the virtual event, Sharp’s cancer team members discussed their various roles in working with patients with brain tumors and what to expect during the care process, as well as answered participants’ questions about diagnosis and treatment <p>Evaluation: Cancer education and screening events offered by SMH are evaluated through participant surveys. Surveys include point scores to measure the value of the program content, as well as opportunities for open-ended feedback from community members.</p>
	b. In collaboration with the Cancer Centers of Sharp, participate in a systemwide initiative to improve community cancer screenings to pre-pandemic (COVID-19) levels.	Ongoing	VP Oncology Service Line	<p>FY 2023 Activities: In FY 2023, screening initiatives were focused on lung cancer, with a goal to improve the lung cancer screening rate by 10%. Please refer to line item 3c below for details.</p> <p>Background: The Cancer Centers of Sharp were selected to participate in a national American College of Surgeons Commission on Cancer research study with a goal of returning to screenings. This systemwide initiative for the Cancer Centers of Sharp engaged major medical groups, marketing and screening services to achieve breast and colorectal cancer screenings.</p>
	c. Continue with annual, systemwide Integrated Network Cancer Program community event for prevention, including provision of education and screenings.	Ongoing (Annual Calendar Year (CY) Event) In planning stages for CY 2024 – 2027 events	VP Oncology Service Line	<p>FY 2023 Activities: In FY 2023, as part of its Commission on Cancer Quality Improvement project this year, Sharp partnered with the American Cancer Society for a lung cancer screening improvement project aimed to increase lung cancer screening. The project includes offering physicians' education regarding lung cancer screening eligibility, the relatively low nationwide use of it, and several initiatives to improve Sharp's lung cancer screening rates by collaborating with physician partners (Pulmonologists) at each Sharp entity. Before the project, Sharp data indicated that roughly 4% of patients who met lung cancer screening eligibility were completing lung cancer screening, consistent with the rate in the state of California. In FY 2023, Sharp reached its goal to increase the lung cancer screening rate by 10%.</p>

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Identified Community Health Need – Cancer				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<p>Beginning in FY 2022, Sharp participated in a Plan-Do-Study-Act clinical study with the Commission on Cancer addressing smoking cessation as a means to improve patient cancer risk and treatment outcomes. This study reviewed whether all newly diagnosed cancer patients are being asked about their smoking status and offered cessation resources as appropriate. The initial data collection suggested that Sharp providers are consistently asking this question during consultation appointments (99% of the time), but smoking cessation resources offered to patients varied and were inconsistent across the system. Sharp improved its process by creating a new, Sharp-branded patient resource to be shared with all cancer treatment providers. The resource provides patients with information on the impact that smoking cessation has in improving their treatment outcomes, even after a cancer diagnosis, to emphasize that it is never too late to quit.</p> <p>Results: Sharp increased the percentage of patients being asked about their smoking status to 100% of newly diagnosed patients, decreased the number of patients currently smoking to 11%, and provided 98% of patients currently smoking with cessation resources.</p>
	d. Increase access to appropriate cancer screenings for high-risk community members through expansion of the Sharp Cancer Genetics Program.	Ongoing (evaluated annually)	VP Oncology Service Line	<p>FY 2024 and 2023 Activities:</p> <ul style="list-style-type: none"> • The Sharp Cancer Genetics Program provides patients referred to program with individualized assessment and information on their risk of hereditary cancer and its potential impact on cancer treatment options, as well as prevention strategies <ul style="list-style-type: none"> ○ The genetic counselor reviews the information with the patient to confirm assessment results, and if testing requirements are met, testing is completed to confirm the presence of a pathogenic mutation ○ Based upon the results, the genetics counselor provides a comprehensive care plan to identify appropriate screening modalities and frequencies and risk prevention strategies • In FY 2023, Sharp Cancer Genetics Program provided physicians and patients with the most up-to-date research and recommendations on genetic testing, which helps patients — and relatives — make decisions about their own care

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Identified Community Health Need – Cancer				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> Sharp genetic counselors participated in system cancer conferences and meetings to provide education and ensure Sharp patients receive the best care <p>Results: From 2022 to 2023, the program’s referral base increased by 343% and the number of patients receiving genetic counseling increased by 86%.</p>
	e. Provide cancer education and resources to community members through participation in community events.	Ongoing (evaluated annually)	SMH Clinical Case Manager, Oncology Administration	<p><u>FY 2024-2025 Plan:</u></p> <ul style="list-style-type: none"> The Cancer Centers plan to continue hosting a community event in 2024 The Cancer Centers of Sharp, including the Laurel Amtower Cancer Institute, plan to participate in the 2024 Sharp Women’s Health Conference <p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> The Cancer Centers of Sharp, including the Laurel Amtower Cancer Institute continued to participate in the Sharp Women’s Health Conference <ul style="list-style-type: none"> The event served nearly 650 community members During the event, the Cancer Centers of Sharp offered education on the proper breast-self exam technique and the importance of performing this exam monthly; information on cancer support services including nurse navigation, social work, nutrition, education and available classes; several cancer resources Two Sharp-affiliated physicians discussed the importance of cancer screenings, options for treatment and the role stress can play in cancer development. One of the physician’s shared her personal journey with breast cancer from diagnosis to treatment
	f. Continue to explore the development of a continuum of care and build programming and services for cancer patients experiencing cognitive	Ongoing	Cancer Centers of Sharp Licensed Clinical Social Worker	<p><u>FY 2023 Activities:</u></p> <p>In addition to workshops on chemo brain for patients and for loved ones, four cohorts of the Out of the Fog MAAT (Memory and Attention Adaptation Training) program were held with 21 participants. This eight-session class is taught by a speech language pathologist and an oncology social worker and offers quarterly reunion classes for graduates. All participants shared glowing feedback on the experience and degree of support they received. This continuum of care is the first of its type in the country. In June, two</p>

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Identified Community Health Need – Cancer				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	impairment, more commonly known as chemo brain.			oncology social workers presented on the program at the 2023 Association of Oncology Social Work 39th Annual Conference held in New Orleans, Louisiana.
4. Improve access to cancer care by addressing socioeconomic factors.	a. Provide patient transportation to assist patients accessing cancer appointments, as well as community resources and connections.	Ongoing	Various	<p><u>FY 2023 Activities</u> Sharp continues to partner with the American Cancer Society to provide education, support materials, transportation (including gas cards and rides via Lyft), lodging, and other community connections.</p>
5. Increase support and ongoing education for cancer survivors.	a. Develop a survivorship program in concert with INCP accreditation standards that meets the ongoing needs of cancer survivors and supports family members as well.	Ongoing (evaluated annually)	Survivorship Program Coordinator Program Manager for Cancer Quality and Outcomes	<p><u>FY 2025 Plan:</u></p> <ul style="list-style-type: none"> • The Sharp Survivorship program plans to host the annual Survivorship conference and Survivorship Webinar in November 2024 <p><u>FY 2024 Activities:</u></p> <ul style="list-style-type: none"> • In 2024, the Sharp Survivorship program hosted the second annual Cancer Survivors Day celebration at a Sharp system office <ul style="list-style-type: none"> ○ More than 200 community members attended the event ○ Providing patient and physician education regarding the signs of lymphedema and exercise prevention as well as rehab access to lymphedema ○ Webpage development, including exercise resources for cancer patients <p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> • In June, the Cancer Centers of Sharp offered free events to celebrate community members who have experienced cancer, inspire those recently diagnosed and provide support for family members through its Cancer Survivors Day celebrations <ul style="list-style-type: none"> ○ The events were held simultaneously at each hospital

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Identified Community Health Need – Cancer				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> ○ Sharp shared “Look Good, Feel Better” fashion and makeup tips, as well as information on lung cancer awareness and cancer prevention, screening, nutrition, holistic therapies and available support services ○ Hundreds of community members attended the events ● Launched a breast cancer resource page on sharp.com for newly diagnosed cancer patients, as there was no single location or resource for these patients to prepare for the treatment journey. <ul style="list-style-type: none"> ○ Result: This was completed in 2022 (FY 2023) ● Provided Survivorship Webinar for oncology patients and family members in November 2022 <ul style="list-style-type: none"> ○ Result: This was completed in 2022. A survey was shared prior to the event to approximately 2,000 patients via e-mails, a social media platform and patient flyers to determine the top four topics of interest to be addressed in the seminar. A total of 72 community members registered for the event, and 53 community members attended the event. ● Provided a new Sharp HealthCare Cancer Patient Community Group on Facebook for cancer patients and their loved ones to create a sense of community and connection, provide reliable information, thoughtful content, live discussions, and current program and service updates <ul style="list-style-type: none"> ○ Result: In 2023, more than 200 community members participated in the online group. To join, prospective members must complete a few screening questions prior to being admitted to the private group. <p>Background: In 2020, Sharp implemented a Survivorship planning committee to develop a survivorship program. The goal of this programming is to grow resources for cancer survivors. Each year, the Cancer Centers of Sharp outline and evaluate at least three services within the program and provide a report at years end.</p>

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Identified Community Health Need – Cardiovascular Disease				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
<p>1. Empower community members living with cardiovascular and cerebrovascular disease through education and support; promote behavioral change to improve their care management.</p>	<p>a. Continue to provide heart disease and stroke support groups to community members; support groups are hosted on the SMH campus.</p>	Ongoing	<p>Sharp Manager of Rehabilitation Services</p> <p>Director, SMH Cardiovascular Service Line</p>	<p><u>FY 2024-2025 Plan:</u></p> <ul style="list-style-type: none"> • In FY 2024, SMH’s Stroke Program plans to develop an in-person stroke support group • Continue providing education for community members through webinars for heart failure, structural heart, electrophysiology • Engage patients and families through participation in the 2024 San Diego Heart & Stroke Walk <p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> • In FY 2023, the SMH Rehabilitation Center continued to provide meeting space for YESS, a free monthly support group for survivors of stroke and head injuries and their loved ones, as well as professionals and educators <ul style="list-style-type: none"> ○ The group offered support, guest speakers, adaptive exercise classes and opportunities to socialize, reaching 200 attendees and connecting with 700 survivors, family members and health professionals through its mailing list. <p><u>Evaluation:</u></p> <p>The YESS Program will explore participant satisfaction surveys/evaluation tools for recommendations to implement for the upcoming fiscal year.</p>
	<p>b. Continue to provide support programs for patients and family members.</p>	Ongoing	<p>Supervisor, SMH Cardiac Rehabilitation/ Health Promotion, Cushman Wellness Center</p>	<p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> • The SMH Cardiac Rehabilitation program continues to provide exercise therapy including cardiovascular, strength and flexibility training • Continues to offer a free weekly low-impact circuit training class to patients <p><u>Background:</u></p> <p>SMH Cardiac Rehabilitation delivers education and support to patients (staff to patient & peer to peer), and community members (family and their significant others) either with or at risk for heart disease. Program goals are to increase exercise tolerance and reduce associated risk factors for</p>

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Identified Community Health Need – Cardiovascular Disease				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<p>both primary and secondary prevention of heart disease. Measurable outcomes include increased exercise tolerance, percentage of patients with controlled blood pressure, body weight, percentage of body fat, COOP Quality of Life questionnaire scores, and improved PHQ-9 depression screening scores post participation.</p> <p>Evaluation: Data from FY 2023 demonstrated a 50.6% increase in exercise tolerance (measured by submaximal exercise test), a 24.6% improvement in the COOP Quality of Life questionnaire, and a 36.4% improvement in PHQ-9 depression screening scores due to program participation. Minimal changes in body composition and body weight were observed. In addition, 61% of patients demonstrated controlled blood pressure as evidenced by pre-exercise blood pressure of < 130/80 on the day of discharge.</p>
	c. Continue to participate in community events as well as provide cardiac education on-site and in the community, including the provision of information on blood pressure and body composition and providing information on reducing stroke and heart attack risk.	Ongoing	Supervisor, SMH Cardiac Rehabilitation Various	<p>FY 2024-2025 Plan:</p> <ul style="list-style-type: none"> • Participate in the 2025 Sharp Women’s Health conference <p>FY 2024 and 2023 Activities:</p> <ul style="list-style-type: none"> • SMH staff participated in the Sharp Women’s Health Conference in 2024 and 2023 <ul style="list-style-type: none"> ○ During the event, various hospital departments engaged attendees in health risk assessments and offered attendees information on health topics including cardiovascular health, as well as provided community resources ○ In 2023, an SMH Cardiac Rehabilitation Exercise Physiologist performed body composition analysis and provided education for improvements at the annual Sharp Women’s Health Conference • Provided coordination, support and related fundraising activities for the 2023 San Diego Heart & Stroke Walk

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Identified Community Health Need – Cardiovascular Disease				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> In FY 2023, the hospital provided free blood pressure screenings to more than 90 community members as part of Love Your Heart — an annual initiative near Valentine’s Day in which organizations across the county offer free blood pressure screenings <ul style="list-style-type: none"> In FY 2023, Cushman Wellness Center Community Health Library staff provided blood pressure screenings as well as heart and lung health information to approximately 20 community members at the North University Community Library
	d. Continue to participate in stroke education events in San Diego, including events targeting seniors & high-risk adults as well as individuals with identified risk factors.	Ongoing	VP, Sharp Ortho/Neuro Service Line	<p><u>FY 2024-2025 Plan:</u></p> <ul style="list-style-type: none"> Participate in the 2025 annual Sharp Women’s Health Conference to provide community members with health education and screenings on a variety of health topics, including heart health and stroke Sharp’s systemwide stroke program plans to continue sharing stroke education through social media outlets and in-person events in FY 2024 and 2025 <p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> Participated in the Sharp Women’s Health Conference, serving nearly 750 community members Sharp’s systemwide stroke program, including SMH, provided stroke education and screenings to more than 50 community members at the Live Well San Diego’s 2023 Love Your Heart South Community Fair in the San Ysidro Health Chula Vista Medical Plaza <ul style="list-style-type: none"> Sharp’s systemwide stroke program developed educational newsletters and social media content to educate the community on identifying stroke risks and symptoms using BE-FAST in 2023
2. Increase access to cardiovascular and stroke health screenings for the San Diego community.	a. Continue to provide the Heart Attack and Stroke Screening Program (HASSP) to community members.	Ongoing	Director, SMH Outpatient Pavilion	<p>Late 2023, the James S. Brown Pavilion’s Cushman Wellness Center Community Health Library ceased operations.</p> <p><u>FY 2023 Activities:</u></p>

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Identified Community Health Need – Cardiovascular Disease				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
			Supervisor, SMH Cardiac Rehabilitation /Health Promotion, Cushman Wellness Center Clinical Nurse, Lead RN for HASSP Screenings, SMH-OPP Center for Health Assessment and Promotion	<p>The Cushman Wellness Center offered the Heart Attack and Stroke Screening Program (HASSP), utilizing two advanced technologies, the CardioHealth Station and the SphygmoCor XCEL.</p> <p>Results: Since the start of the program in May 2012, the program has screened more than 2,200 participants. In addition, HASSP assessments were performed.</p> <p>Background: The CardioHealth Station, using ultrasound technology, screens for carotid artery plaque and measures carotid artery wall thickness that has been shown to be an early indicator for atherosclerotic disease. The SphygmoCor XCEL non-invasively measures standard and central blood pressure (blood pressure at the heart) and provides important information about artery health and risk for heart disease, stroke, kidney disease and dementia, as well as information helpful in managing hypertension. All participants receive a thorough results review and education regarding making positive lifestyle changes to reduce risk of heart disease and stroke.</p> <p>Evaluation: SMH collects feedback from patients participating in HASSP through survey (after the results are complete). Questions document communication with patient, and evaluate patient satisfaction, as well as any behavioral changes because of their screening.</p> <p>Data from the follow up tool indicate continued excellent patient satisfaction (4.9 mean score/5) and exercise and nutritional lifestyle changes because of participation in the screening (99% of participants reported plans of making positive changes).</p>
3. Collaborate with other health care organizations in San Diego on stroke education and prevention efforts.	a. Continue participation in San Diego County Stroke Consortium — a collaborative effort to improve stroke care and discuss	Ongoing	VP, Sharp Ortho/Neuro Service Line	<p>FY 2024-2025 Plan:</p> <ul style="list-style-type: none"> In FY 2024, consortium education goals include a focus on Large Vessel Occlusion, or blockages of the proximal intracranial anterior and posterior circulation, identification in the field

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Identified Community Health Need – Cardiovascular Disease				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	issues impacting stroke care in SDC.			<ul style="list-style-type: none"> In collaboration with the San Diego County Stroke Consortium, educate and train EMS and fire department professionals <p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> SMH actively participated in the quarterly San Diego County Stroke Consortium, a collaborative effort with other SDC hospitals to improve stroke care and discuss issues impacting stroke care in SDC In FY 2023, the San Diego County Stroke Consortium, including Sharp, provided stroke awareness at the Padres vs. the Rockies baseball game at Petco Park <ul style="list-style-type: none"> Sharp offered education about the warning signs of stroke and how to respond using BE-FAST to approximately 150 community members Stroke education was displayed on the Jumbotron to the entire stadium of nearly 42,000 community members <p><u>Background:</u> SMH continued its 18-year collaboration with the County of San Diego Emergency Medical Services to provide data for the SDC stroke registry, where data is tracked to identify gaps and determine trends. SMH also continued to actively participate in the quarterly San Diego County Stroke Consortium, a collaborative effort with other SDC hospitals to improve stroke care and discuss issues impacting stroke care in SDC.</p> <p><u>Evaluation:</u> Sharp’s systemwide stroke program participated in submitting data on stroke codes to SDC on a monthly basis. As a result, data is tracked to determine trends and gap identification in the County of San Diego EMS/hospital arena.</p>
4. Provide heart health education to health care	a. Provide expert speakers on heart disease, heart failure and stroke	Ongoing	Various	<u>FY 2024-2025 Plan:</u>



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Identified Community Health Need – Cardiovascular Disease				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
professionals in the community.	at professional conferences and events.			<ul style="list-style-type: none">• Sharp’s systemwide stroke program, including SMH, will continue to participate at professional conferences and events as opportunities arise <p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none">• SMH provided health education at conferences and events throughout the year (FY 2023)• Sharp’s systemwide stroke program managers provided training to EMS and fire departments throughout San Diego County (FY 2023)<ul style="list-style-type: none">○ Training included BE-FAST for large vessel recognition, risk factors, protocol updates and stroke code prehospital training• Sharp’s systemwide stroke program managers attended the virtual International Stroke Conference to learn new advances for stroke care and implement those current advances into the care delivery process in their respective entities (FY 2023)

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Identified Community Health Need – Diabetes				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Increase education of signs and symptoms of diabetes.	a. Participate in educational health fairs and events throughout San Diego.	Ongoing (evaluated annually)	Sharp Diabetes Leadership Team	<p><u>FY 2024-2025 Plans:</u></p> <ul style="list-style-type: none"> • Provide fundraising and team participation for the 2024 San Diego Heart & Stroke Walk in September • Offer diabetes education and support at the 2025 annual Sharp Women’s Health Conference <p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> • Assisted with food distribution at the San Diego First Church of the Nazarene, serving more than 100 community members • Collaborated with the Balboa Institute of Transplantation and the Sharp Kidney and Pancreas Transplant Program to provide ongoing diabetes education and support to more than 300 community members who are either anticipating or have undergone a kidney transplant or have experienced kidney disease • Offered diabetes education and support to 750 attendees at the 2024 Sharp Women’s Health Conference • Provided fundraising and team participation for the 2023 San Diego Heart & Stroke Walk through the Sharp Diabetes Education Program <p><u>Evaluation:</u> Feedback is collected from community members on educational courses provided, in order to improve and refine educational resources for community member needs.</p> <p>In addition, the Sharp Diabetes Leadership Team meets annually to evaluate the programs over the previous year.</p>

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Identified Community Health Need – Diabetes				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	b. Explore internal and external opportunities to provide additional resources and education to patients in need.	(Ongoing, evaluated annually)	Sharp Diabetes Leadership Team VP, Sharp Integrated Care Management (ICM)	<p>The Sharp Diabetes Education Program continues to explore opportunities with new community groups in FY 2024.</p> <p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> Continued in-person diabetes education at community events Continued to serve as an insulin pump training center Provided support for regional community health fairs with a focus is on the comorbidities of diabetes and heart disease in FY 2023 <p><u>Background:</u> Since FY 2020, the Sharp Diabetes Education Program has served as an insulin pump training center to support endocrinologists and primary care physician (PCP) groups throughout SDC. Through this effort, the Sharp Diabetes Education Program trains community providers to use diabetes technology, including insulin pumps, continuous blood glucose monitors and blood glucose meters, to improve patient care and health outcomes. In FY 2021, the Sharp Diabetes Education Program implemented an enhanced electronic medical record system to improve care coordination with more than 300 community endocrinologists and PCP groups. This partnership has allowed for higher quality patient care and health outcomes. In FY 2024, the systemwide transition to the Epic electronic health record system will allow for the Sharp Diabetes Education Program and other Sharp programs and services to enhance communication with community providers.</p>
	c. Continue to provide education to students in local high schools and colleges as well as health professionals.	Ongoing	Sharp Diabetes Leadership Team	<p><u>FY 2024-2025 Plan</u></p> <ul style="list-style-type: none"> The Sharp Diabetes Education Program plans to continue to provide education to local students and health professionals in FY 2025 <p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> Sharp Diabetes Education Program director participated in a career panel for San Diego State University (SDSU) dietetics program, reaching 20 students in FY 2024

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Identified Community Health Need – Diabetes				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> ○ At the event, the program director provided a presentation on diabetes care career opportunities as well as how to achieve related experience and education to assist in community health improvement ● Provided virtual diabetes education on different types of diabetes, diagnoses, current technology and medication, community resources for patients, and careers in diabetes to more than 20 dietetic students at SDSU ● Mentored two dietetic interns from the SDSU Research Foundation’s San Diego Women, Infants, and Children (WIC) Dietetic Internship program in 2024 and 2023 ● Sharp Diabetes Education Program director served as a board member of the San Diego WIC Dietetic Internship program in FY 2024 and 2023 and provided a presentation on diabetes care, the role of the dietitian, the different types of diabetes, nutrition and meal planning, diabetes and technology and more to all six interns in the program ● Evaluation: Attendance taken at these events and provided in summary spreadsheet.
	d. Utilize findings in the Fiscal Year 2022 Community Health Needs Assessment to assess existing community resources and explore areas where additional diabetes education and resources may be needed in San Diego County.	(Ongoing, evaluated annually)	Manager, Sharp Community Benefit and Health Improvement Sharp Diabetes Leadership Team	<p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> ● Started using Rfoodx in FY 2023, a company that provides meals for those with diabetes and have Medi-Cal free of charge ● Continued efforts focus on: <ul style="list-style-type: none"> ○ Clinic collaborations — Exploring the possibility of a clinic collaboration is in process ● Explored partnerships to address food insecurity as part of nutrition education and incorporating food insecurity screening into patient diabetes education and counseling
2. Improve access to diabetes educational resources for underserved populations in San Diego County.	a. Explore potential partnerships with community clinics in order to offer diabetes classes at clinic locations.	(Ongoing, evaluated annually)	Sharp Diabetes Leadership Team	<p><u>FY 2024-2025 Plan:</u></p> <ul style="list-style-type: none"> ● The Sharp Diabetes Education Program plans to provide discharged patients with resources to connect with a local physician upon discharge to promote care continuity

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Fiscal Years 2025 – 2028**

Identified Community Health Need – Diabetes				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<p>FY 2024 and 2023 Activities:</p> <ul style="list-style-type: none"> Continued to explore potential partnerships with community clinics in FY 2024 Continued to serve patients referred to their clinics by community clinics, and provides consultation to providers at community clinics, such as FHCS, as needed
	b. Provide diabetes education to high-risk women with gestational diabetes, through collaboration with community clinics.	Ongoing (evaluated annually)	Sharp Diabetes Leadership Team	<p>FY 2024 and 2023 Activities:</p> <ul style="list-style-type: none"> In FY 2024 and FY 2023, the Sharp Diabetes Education Program continues to provide gestational services and resources to underserved pregnant women, both at the hospital and in collaboration with community clinics Provided services and education to more than 1,000 underserved pregnant and breastfeeding women with diabetes in FY 2023 <p>Background: The Sharp Diabetes Education Program is an affiliate of the California Diabetes and Pregnancy Program’s Sweet Success Program, which provides comprehensive technical support and education to medical personnel and community liaisons to promote improved outcomes for high-risk pregnant women with diabetes. As an affiliate, the Sharp Diabetes Education Program educates underserved pregnant women and breastfeeding mothers with Type 1, Type 2 or gestational diabetes (diabetes developed during pregnancy) on how to manage their blood sugar levels. In collaboration with community clinics, the team provided these patients with a variety of education and resources. Clinic patients also received logbooks to track and manage their blood sugar levels. In addition, the Sharp Diabetes Education Program evaluated patients’ management of their blood sugar levels and collaborated with community clinics’ obstetrician/gynecologists to prevent complications.</p>
3. Improve access to diabetes educational resources for underserved and minority	a. Create language-appropriate and culturally sensitive	Ongoing (evaluated annually)	Sharp Diabetes Leadership Team	<p>FY 2024 and 2023 Activities:</p> <ul style="list-style-type: none"> Continued to provide educational resources

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Identified Community Health Need – Diabetes

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
populations in San Diego County.	diabetes educational materials.			<ul style="list-style-type: none"> ○ Resources are provided in Arabic, Somali, Tagalog, Vietnamese and Spanish, and food diaries and logbooks are distributed for community members to track blood sugar levels • Live interpreter services are available in more than 200 languages via the Stratus Video Interpreting iPad application <p>Sharp team members receive education regarding the different cultural needs of diverse communities, including health equity.</p>

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Identified Community Health Need – Obesity				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Provide educational classes for community members that address factors that contribute to obesity.	a. SMH will continue to host and/or conduct a broad spectrum of community health education classes. Many classes are offered for free to the community. Topics relevant to obesity included (but were not limited to): integrative therapies and holistic healing (meditation, stress reduction, etc.), diabetes, nutrition, cooking classes, high blood pressure.	Ongoing	Supervisor, SMH Cardiac Rehabilitation /Health Promotion, Cushman Wellness Center	<p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> • Various departments at SMH reached patients and community members through free health education classes and support groups as well as additional individuals through newsletter mailings <ul style="list-style-type: none"> ○ Integrative medicine classes offered in-person, virtual and recorded meeting options, reaching 300 community members monthly through its mailing list ○ Support groups were provided to community members, including but not limited to a focus on nutrition and support following bariatric surgery <p><u>Evaluation:</u> SMH collects evaluations from all educational offering to assess quality and efficacy of programs and to incorporate feedback to further improve future courses.</p>
2. Provide free biometric screenings to community members that include risk factors for obesity.	a. Various SMH departments will continue to provide numerous health screenings at community events throughout the year.	Ongoing	Supervisor, SMH Cardiac Rehabilitation /Health Promotion, Cushman Wellness Center	<p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> • In FY 2023, the Cushman Wellness Center Community Health Library offered blood pressure screenings and heart health information to 40 community members at the Point Loma Community Presbyterian Church as part of the Love Your Heart initiative • In May, staff provided blood pressure screenings as well as heart and lung health information to approximately 20 community members at the North University Community Library • Sharp’s systemwide stroke program, including SMH, provided stroke education and screenings to more than 50 community members at the Live Well San Diego’s Love Your Heart South Community Fair in the San Ysidro Health Chula Vista Medical Plaza • In June, Sharp’s systemwide stroke program, including SMH, conducted blood pressure screenings and provided risk assessments at the Sharp Women’s Health Conference

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Identified Community Health Need – Obesity				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<p><u>Evaluation:</u> Screening programs offered by the James S. Brown Pavilion are evaluated to make recommendations regarding behavior changes needed to reduce health risk.</p> <p>In general, resource limitations restrict growth beyond current programs and services that specifically address obesity at this time.</p>
3. Continue to provide care management in support of weight loss and healthy lifestyle choices for San Diego community members.	a. NA	NA	NA	Free Be Well for Life Program (formerly New Weigh) classes are provided to community members through Sharp Rees-Stealy Medical Group, including sites in SDC’s central region. The free ten-week class emphasizes nutrition education and healthy lifestyle development. Classes offer access to a skilled health coach or registered dietitian for continued support and accountability and are offered at various locations around SDC. To create a semi-structured food plan, participants will have the choice of using either their own foods or meal replacements. A free online program is also available for those unable to attend the in-person class.

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Fiscal Years 2025 – 2028**

Identified Community Health Need – Maternal and Prenatal Care, Including High-Risk Pregnancy

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
<p>1. Improve outcomes for expectant mothers experiencing high-risk pregnancy, as well as their babies, through research initiatives and provision of specialized care for premature and/or other complicated births.</p>	<p>a. Continue to meet the need for high-risk pregnancy services through the 84-bed Level III Neonatal Intensive Care Unit – the largest in San Diego and one of the largest in Southern California.</p>	<p>Ongoing</p>	<p>Senior Vice President (SVP) and Market Chief Executive Officer (CEO), Sharp Mary Birch Hospital for Women & Newborns (SMBHWN)</p> <p>Director of Maternal Infant, Women’s Support Programs & Neonatal Services</p>	<p>Background: The hospital’s 84-bed Neonatal Intensive Care Unit (NICU) features a 15-bed area with private rooms designed specifically for families who are transitioning their babies from hospital care to home. Specialized, private rooms allow families to spend the night and begin to care for their babies more independently with the care and support of the nursing staff.</p>
	<p>b. Provide a Perinatal Special Care Unit.</p>	<p>Ongoing</p>	<p>SVP and Market CEO, SMBHWN</p> <p>Director, SMBHWN Perioperative & Obstetric Services</p> <p>Manager of Perinatal Special Care Unit, ADC, Labor and Delivery and Triage</p>	<p>Background: One of the few units of its kind in the country, a highly skilled team including nurses and perinatologists, care for the high-risk antepartum patient on this specially designed 36-bed unit. Patients with preterm labor, complicated with diabetes and/or hypertension, and cardiac complications, comprise the majority of the patient population. Patients are admitted for observation due to obstetrical complications and managing fetal conditions or placenta abnormalities such as placenta previa or placenta accrete. As the length of stay ranges from a few days to several months, the care team members are challenged to meet the entire spectrum of needs for the Perinatal Special Care Unit patient and their family.</p>

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Identified Community Health Need – Maternal and Prenatal Care, Including High-Risk Pregnancy

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	<p>c. Through the Neonatal Research Institute, conduct critical research and share best practices to transform medical practice and improve outcomes for newborns in San Diego and beyond.</p>	<p>Ongoing</p>	<p>SVP and Market CEO, SMBHWN Manager, Neonatal Research Institute</p>	<p><u>FY 2024 Plan:</u></p> <ul style="list-style-type: none"> • Continue to identify evidence-based best practices for newborn care through the Neonatal Research Institute (NRI). <p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> • The NRI shared its expertise and groundbreaking research developments with the greater health and research communities through virtual and in-person presentations at various national and international conferences • The NRI continued to offer a Bedside Ultrasound Training for Neonatologists course — a multi-week training that consists of hands-on, one-on-one training sessions and expert lectures on theoretical and practical ultrasound technique for neonatologists <ul style="list-style-type: none"> ○ Open to local, regional, national and international neonatologists, the course is one of only a few similar training programs in the country <p><u>Background:</u> In 2013, the NRI was established to identify and disseminate the latest scientific evidence on newborn care. The NRI includes the Parent Advisory Board (NRI-PAB) consisting of parents and grandparents of infants who have been in the NICU. Among other input, the NRI-PAB provides feedback on proposed and current clinical trials to ensure other parents will understand and feel comfortable participating in them. Clinical trials aimed at improving outcomes for at-risk newborns include milking or delayed umbilical cord clamping; antibiotics in preterm and term neonates; premature infant resuscitation with oxygen or air; and milking in non-vigorous infants, those that need extra help to start breathing. In 2023, the NRI was invited to join the national Neonatal Research Network (NRN) of the Eunice Kennedy Shriver National Institute of Child Health and Human Development, part of the National Institutes of Health (NIH).</p> <p>The NRI’s medical discoveries have been featured on multiple news networks, while its research findings have been shared in several distinguished medical journals.</p>

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Identified Community Health Need – Maternal and Prenatal Care, Including High-Risk Pregnancy

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
<p>2. Reduce the incidence of neonatal morbidity and mortality associated with preterm delivery through outreach, education and support to new mothers and their families around preterm birth and prenatal health in San Diego. Target outreach to teenage mothers in San Diego.</p>	<p>a. Continue to offer free monthly preterm birth prevention classes on the warning signs of preterm labor and preventing preterm births.</p>	<p>Ongoing</p>	<p style="text-align: center;">Director of Maternal Infant, Women’s Support Programs & Neonatal Services</p> <p style="text-align: center;">Manager, SMBHWN Women’s Support Programs</p>	<p><u>FY 2024 – 2025 Plan:</u></p> <ul style="list-style-type: none"> Continue to provide free, monthly, virtual Preterm Birth Prevention classes <p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> SMBHWN continued to offer maternal and prenatal care classes both in-person and online to ensure safe, ongoing education for expectant mothers and families Taught nearly 110 expectant parents about the warning signs of preterm labor and how to help prevent a premature birth through free, monthly, virtual Preterm Birth Prevention classes <p><u>Evaluation:</u> SMBHWN collects evaluations from participants in all of its educational offerings, in order to assess quality and incorporate feedback for improvement of future classes.</p>
	<p>b. Continue to provide a variety of educational programs and workshops for new mothers and their families covering various aspects of prenatal care and women’s health. (e.g., preparing for birth, medication choices, newborn characteristics, etc.).</p>	<p>Ongoing</p>	<p style="text-align: center;">Director of Maternal Infant, Women’s Support Programs & Neonatal Services</p> <p style="text-align: center;">Manager, SMBHWN Women’s Support Programs</p>	<p><u>FY 2024 – 2025 Plans:</u></p> <ul style="list-style-type: none"> Continue to develop and provide free and low-cost prenatal classes for expectant mothers and families <p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> Throughout the year, SMBHWN hosted several new free webinars addressing high-risk pregnancy, including Exercise and Nutrition During Pregnancy, Community Conversation: Pregnancy, Maternal Health & Your Heart and Community Conversation: Heart Attack and Heart Failure in Women Sharp hospitals, including SMBHWN, hosted four free Planning for Pregnancy events, which provided pre-pregnancy education to nearly 100 community members Offered low-cost classes for new mothers and their families, including how the body prepares for birth and delivery; hospital procedures; relaxation and breathing techniques;



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Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<p>medication choices; caesarean delivery; newborn characteristics and procedures; and basic infant care</p> <ul style="list-style-type: none"> ○ Fees for these classes were waived specifically for pregnant teens to help improve their access to important prenatal education <p>Evaluation: SMBHWN collects evaluations from participants in all of its educational offerings, in order to assess quality and incorporate feedback for improvement of future classes.</p>
	<p>c. Provide prenatal, postpartum, child and women’s health education and outreach through community health fairs and events and media outlets.</p>	<p>Ongoing</p>	<p>Director of Maternal Infant, Women’s Support Programs & Neonatal Services</p> <p>Manager, SMBHWN Women’s Support Programs</p>	<p>FY 2024 – 2025 Plans:</p> <ul style="list-style-type: none"> • Participate in the annual Sharp Women’s Health Conference in 2025 • Provide fundraising support for and participate in the 2024 San Diego Heart & Stroke Walk <p>FY 2024 and 2023 Activities:</p> <ul style="list-style-type: none"> • Throughout the year, SMBHWN health experts provided interviews and articles to educate the community about important prenatal, maternal and child health topics <ul style="list-style-type: none"> ○ Information was shared through media outlets including news stations, newspapers and articles, as well as through the hospital’s Facebook page and Sharp Health News • Participated in the 2024 and 2023 Sharp Women’s Health Conference at the Sheraton San Diego Hotel & Marina, where there were 750 attendees <ul style="list-style-type: none"> ○ Staff answered attendees’ questions on pre- and postnatal health and hospital services <p>Provided fundraising support for and participated in the 2023 San Diego Heart & Stroke Walk</p>
<p>3. Provide support and education to new mothers and their families on postpartum care, in</p>	<p>a. Continue to provide breastfeeding, postpartum and Baby and Me Time</p>	<p>Ongoing</p>	<p>Director of Maternal Infant, Women’s Support</p>	<p>FY 2024 -2025 Plan:</p> <ul style="list-style-type: none"> • Continue to offer free virtual and in-person breastfeeding, postpartum and new parent support groups

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Identified Community Health Need – Maternal and Prenatal Care, Including High-Risk Pregnancy

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
order to improve outcomes for both new mothers and their babies.	support groups to community members.		<p>Programs & Neonatal Services</p> <p>Manager, SMBHWN Women’s Support Programs</p>	<p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> • Support groups were provided in person and virtually • Breastfeeding support groups: 300 hours (606 new mothers) • Postpartum support groups: 130 hours (349 parents) • Baby and Me Time support group: 102 hours (265 new parents) <p><u>Evaluation:</u> SMBHWN does not collect evaluations for support groups.</p>
	b. Continue to provide a variety of educational courses to new mothers and their families on postpartum care through Family Home Care classes for patients and community classes (e.g., breastfeeding, car seat safety, postpartum depression and anxiety, infant nutrition, positive parenting techniques, etc.).	Ongoing	<p>Director of Maternal Infant, Women’s Support Programs & Neonatal Services</p> <p>Manager, SMBHWN Women’s Support Programs</p>	<p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> • SMBHWN staff devoted nearly 640 hours to daily Family Home Care classes that provided critical information and support to more than 2,400 new mothers and family members • Offered several free webinars throughout the year to support new parents, including Pelvic Floor Wellness in Pregnancy, Birth and After Delivery, The Fourth Trimester: Navigating Your Postpartum Recovery, Partner Bootcamp: How to Support Your Partner During Postpartum, and Feeding Your Baby, Your Way • Provided free NICU cardiopulmonary resuscitation education in English and Spanish to nearly 380 family and friends of the hospital’s NICU babies <p><u>Evaluation:</u> SMBHWN collects evaluations from participants in all of its educational offerings, in order to assess quality and incorporate feedback for improvement of future classes.</p>
	c. Collaborate with community-based organizations who support the needs of new mothers and families.	Ongoing (evaluated annually)	<p>Director of Maternal Infant, Women’s Support Programs & Neonatal Services</p>	<p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> • SMBHWN continued to collaborate with the San Diego Food Bank’s Diaper Bank Program as a Diaper Bank Program distributor to help solve a critical for families facing economic hardship <ul style="list-style-type: none"> ○ SMBHWN distributed nearly 11,025 diapers to 121 patients and has provided approximately 49,360 diapers since first joining the program in summer 2019

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Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
			Manager, SMBHWN Women’s Support Programs Supervisor, SMBHWN Women’s Clinical Counseling	<ul style="list-style-type: none"> • The milk drive was conducted at the Sharp Corporate Office in FY 2023 <ul style="list-style-type: none"> ○ Held in celebration of National Breastfeeding Month in August, the event collected approximately 16 gallons of breastmilk from 19 donors ○ Over the past eight years, the annual drive has collected 390 gallons of breastmilk from more than 260 donors to help feed premature infants and those with specialized health needs <p>Background: For more than 15 years, SMBHWN has served as a donor breastmilk depot, regularly shipping donated breastmilk to the Mother’s Milk Bank in San Jose, California and since 2015, SMBHWN has hosted an annual Donor Breastmilk Drive.</p>
	d. Provide support, community resources and certified lactation experts through an in-house boutique.	Ongoing	Manager, SMBHWN Women’s Support Programs	<p>FY 2023 Activities:</p> <ul style="list-style-type: none"> • NBB staff dedicated nearly 2,500 hours in free breastfeeding education and support to community members • SMBHWN’s New Beginnings Boutique & Gift Shop donated clothing, nursing bras and breastfeeding pumps to support nursing mothers served by San Diego Family Care’s Linda Vista Health Care Center <p>Background: SMBHWN expands its support for community mothers and families through the New Beginnings Boutique & Gift Shop. Located within the hospital, the boutique provides easy access to needed supplies, such as nursing bras and breastfeeding pumps. The boutique’s lactation educators are available to answer questions and provide breastfeeding resources and support to anyone who calls or visits the shop. Among its health education efforts, the lactation educators at the NBB have provided weighted feed assistance to families needing additional support with baby feedings through pre- and post-consumption weighing.</p>



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Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	e. Participate in local and national organizations that support maternal and prenatal care to share specialty expertise and enhance learning for the broader health care community.	Ongoing	Various	<u>FY 2023 Activities:</u> In FY 2023, SMBHWN team members served on boards and committees for local and national organizations, including Southern California Association of Neonatal Nurses, Council of Women’s and Infants’ Specialty Hospitals, American Heart Association, Howell Foundation, the Perinatal Social Work Cluster, National Association of Behavioral Healthcare, Perinatal Social Work Cluster, Pima Community College and YWCA

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Identified Community Health Need – Access to Health Care				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Increase coverage for patients seen in the emergency department by providing assistance to secure health coverage for all individuals entitled to the benefit; also provide payment options for individuals that chose not to secure coverage or are not currently eligible for health benefits. Secure benefit concurrent with stay when Medi-Cal Presumptive Eligibility rules apply.	a. Continue to provide services to help every unfunded patient received in the emergency department find coverage options.	Ongoing (evaluated annually)	Supervisor, Patient Assistance Navigators	<p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> Sharp secured Presumptive Eligibility for 5,670 unfunded patients in the ED Used PointCare to assist more than 8,200 self-pay patients <p><u>Evaluation:</u> Continued unknowns in understanding the efficacy of efforts include the increase in the patient out of pocket responsibility resulting from health plan coverage purchased off the exchange; and the transition of qualified unfunded patients directly to Medi-Cal. Sharp has initiated a process of trending straight self-pay collections separate from balance after insurance collections to closely monitor these two distinct populations. Sharp will continue to monitor results.</p> <p><u>Background:</u> At Sharp, patients use PointCare’s simple online questionnaire to generate personalized coverage options that are filed in their account for future reference and accessibility. The results of the questionnaire enable Sharp staff to have an informed and supportive discussion with the patient about health care coverage and empower them with options. The PointCare program continues to collect metrics on a number of individuals served and cost savings. From October 2015 to September 2023, Sharp helped more than 94,000 self-pay patients through PointCare, while maintaining each patient’s dignity throughout the process.</p>
2. Provide payment options, education and support to vulnerable, uninsured, underinsured, and patients admitted to hospital facilities with an inability to pay their financial	a. Provide the Maximum Out of Pocket Program to patients who express an inability to pay their financial responsibility after health insurance.	Ongoing	All Revenue Cycle Staff	<p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> Maximum Out of Pocket Program provided more than \$406,000 in adjustments to patient bills <p><u>Background:</u> Sharp assists underinsured and vulnerable individuals unable to meet their financial responsibility after health insurance. Through the program, team members meet with patients at all Sharp</p>

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Identified Community Health Need – Access to Health Care				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
responsibility after health insurance.				hospitals to help them better understand their health insurance benefits, payment options and how to access care during their hospital stay.
	b. Provide Certified Application Counselors to assist both patients and community members with Covered California assistance.	Ongoing	Patient Financial Services (system-level) Certified Application Counselors	<p>FY 2023 Activities:</p> <ul style="list-style-type: none"> In support of Covered California’s annual open-enrollment period, Sharp’s registration staff included 20 Certified Application Counselors to better assist both patients and the general community with navigating the Covered California website and plan enrollment
	c. The Patient Assistance Team will continue to assist patients in need of assistance gain access to free or low-cost medications.	Ongoing	Manager of Pharmacy Finance & Regulatory Compliance Supervisor, Patient Assistance Navigators	<p>FY 2023 Activities:</p> <ul style="list-style-type: none"> Patient Assistance Program helped under- and uninsured patients access medications worth a total of \$14.5 million <p>Evaluation:</p> <ul style="list-style-type: none"> Cost savings for replacement drugs is monitored through the pharmacy. The patient accounting staff remove the charges from the patient’s statement, as needed. Sharp also tracks each individual that has applied for financial assistance. The patient account is noted with the findings, and a specific adjustment code is used to track the dollars associated with these reviews. <p>Background: Patients are referred by population health teams, physicians, pharmacists, case managers, social workers, nurses and at times, other patients. Team members research all available options for these patients, including programs offered by drug manufacturers, grant-based programs offered by foundations, co-pay assistance and other low-cost alternatives. Eligible patients receive assistance that may help reduce readmissions and the need for frequent medical services resulting from the lack of access to medications.</p>

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Identified Community Health Need – Access to Health Care

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	d. Continue to participate in the 340B Drug Pricing Program.	Ongoing	Manager of Pharmacy Finance & Regulatory Compliance	<p>FY 2023 Activities:</p> <ul style="list-style-type: none"> Sharp continued its participation in the 340B Drug Pricing Program and provided cost savings to help expand programs and medication access to Sharp’s patients in need Annual savings totaled more than \$108.5 million to help expand programs and medication access to Sharp's patients in need <p>Through participation in this federal program, three Sharp hospitals — SMH, SGH and Sharp Chula Vista Medical Center — are permitted to purchase outpatient drugs at reduced prices.</p>
	e. Continue to offer ClearBalance — a specialized loan program for patients facing high medical bills.	Ongoing	Supervisor, Patient Assistance Navigators Manager Patient Access Services, Self-Pay Patients	<p>FY 2023 Activities:</p> <ul style="list-style-type: none"> Since 2010, ClearBalance has assisted more than 9,100 Sharp patients Through this collaboration with San Diego-based CSI Financial Services, both insured and uninsured patients can secure small bank loans to help pay off their medical bills in low monthly payments and prevent unpaid accounts from going to collections
	f. Continue to provide Project HELP funds for pharmaceuticals, transportation vouchers and other needs for economically disadvantaged patients.	Ongoing	SMH Chief Financial Officer	<p>FY 2023 Activities:</p> <ul style="list-style-type: none"> Funds for Sharp Metropolitan Medical Campus’ Project HELP totaled more than \$111,500 in free medications and transportation <p>Project HELP funds are tracked though an internal database.</p>
3. Improve access to health and social services for vulnerable patients and community members,	a. Explore and expand Sharp HealthCare (Sharp) integrated delivery system access to post-acute recuperative care services.	Ongoing	VP, Sharp ICM	<p>FY 2024 - 2025 Plan:</p> <ul style="list-style-type: none"> Resolve gaps in care through community outreach efforts to identify opportunities as they become available <p>FY 2024 and 2023 Activities:</p>

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Identified Community Health Need – Access to Health Care				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
particularly San Diego’s homeless population.				<ul style="list-style-type: none"> Sharp Integrated Care Management (ICM) has created a System Social Work Educator role to advance Medical Social Work and build upon community partnerships Sharp is seeking to identify short-term solutions for immediate needs as they occur, in addition to long-term, sustainable solutions. Each patient is independently considered for exact care need, likely term for the need, and various care setting options immediately available. Sharp continues to coordinate care efforts in partnership such as Whole Person Wellness, PATH (People Assisting the Homeless) and 211 San Diego’s (211) Community Information Exchange (CIE). Likewise in support of Unhoused Discharge Plan Law (formerly California Senate Bill 1152), patients experiencing homelessness are screened for insurance and provided weather appropriate clothing, meal prior to discharge, prescriptions and community resources when needed.
4. Seek to provide health care funding options, education, and/or support to the vulnerable, uninsured/underinsured patients admitted to hospitals of the Sharp system.	a. Sharp Integrated Care Management and Patient Financial Services support education and access to: <ul style="list-style-type: none"> Medi-Cal for CalFresh (Food Stamps) Hospital Outstation Program (collaboration with the County of San Diego) Enrollment of qualified patients in CalFresh San Diego Community Information Exchange (CIE)/ 211 San Diego (211) Collaboration 	Ongoing (evaluated annually)	Manager, Patient Financial Services VP, Sharp ICM	<p><u>FY 2024 - 2025 Plan:</u></p> <ul style="list-style-type: none"> Expand Sharp ICM ability to leverage 211’s CIE by enrolling individuals in the CIE program if not already completed in the community, allowing for hand-off to community organization and timely post-discharge care Explore new electronic medical record features such as social determinants of health screening Continue to seek and identify opportunities to engage payers through the CalAIM (California Advancing and Innovating Medi-Cal) program. <p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> Expanded efforts for patient education related to funding options/access to health care, as well as San Diego community resources. This largely occurred in concert with Unhoused Discharge Plan Law (Senate Bill 1152) Continued to finetune and improve identification of individual’s experiencing homelessness, especially for treat and release patients seen through Sharp EDs

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Identified Community Health Need – Access to Health Care				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				Renewed efforts with their relationship and utilization of 211. In conjunction with the initial patient assessment, individuals are considered for benefit of a 211 referral (please refer to Identified Community Health Need – Access to Health Care 8a for details). ICM case managers make referrals as needed across all Sharp sites.
	b. Continued partnership and collaboration with recuperative care units.	Ongoing (evaluated annually)	Sharp Clinical Social Workers VP, Sharp ICM	FY 2024 - 2025 Plan: <ul style="list-style-type: none"> Continue to seek and optimize opportunities with recuperative care units to serve the needs of patients experiencing homelessness
5. Continue to explore opportunities for collaboration with community organizations to enhance access as appropriate for individuals experiencing homelessness to: <ul style="list-style-type: none"> Medical care Financial assistance Psychiatric and social services 	a. Ongoing assessment of homeless data to identify interventions though analysis of trends and key indicators. To guide assessment and planning for: <ul style="list-style-type: none"> Allocation of internal resources Possible expansion of existing external relationships Identification of new opportunities for partnership and/or collaboration 	Ongoing	VP, Sharp ICM	FY 2024 - 2025 Plan: Continue to progress data collection to concurrently advance care opportunities. To that end, and in addition to current efforts, Sharp ICM anticipates: <ul style="list-style-type: none"> Exploring opportunities for introduction of a risk index via the incoming electronic medical record (Epic) that will include consideration of individuals experiencing homelessness to more quickly pair assessment with appropriate intervention Introduce methods for considering/distinguishing homelessness as a comorbidity versus social determinants of health Sharp has included a 211/CIE database in its new electronic medical record to improve the provision of person-centered care for patients experiencing homelessness as well as success of community referrals for housing and other social needs
	b. Explore partnership with Healthcare in Action to provide medically necessary outpatient care to unhoused individuals.	June 2025	VP, Sharp ICM	FY 2024 - 2025 Plan: <ul style="list-style-type: none"> Explore a model that will provide these services if the patient does not have an in-network payer FY 2023 Activities:

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Identified Community Health Need – Access to Health Care				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> Leveraged Healthcare in Action for unhoused individuals and Molina Medi-Cal
6. Increase health literacy for patients and community members through education and outreach.	a. Continue to partner with local, national and international organizations to increase health literacy in the community and increase referrals and connections to community resources.	Ongoing (evaluated annually)	Consumer Health Librarian, Community Health Library at the Cushman Wellness Center	<p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> Distributed more than 680 newsletters each quarter in print and electronic formats to public audiences. Contains pertinent health news and information, including a calendar of community education classes and support groups offered at the James S. Brown Pavilion Sharp, including the Cushman Wellness Center Community Health Library, began a year-long agreement with the City of San Diego to allow Sharp to host a variety of health programs at 36 public libraries as well as at municipal park locations at no cost <p><u>Background:</u> The SMH Cushman Wellness Center Community Health Library features DVDs, CDs, books, pamphlets and internet access in various languages to help patients and community members locate reliable health information in various languages. The library is led by a consumer health librarian with specialized training in community health as well as a store manager with expertise in health-related gifts, assistive devices and community health resources.</p>
	b. Continue to participate in the California Highway Patrol’s Every 15 Minutes program.	Ongoing (evaluated annually)	SMH Trauma Manager	<p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> In March and April, SMH trauma center staff participated in the California Highway Patrol’s Every 15 Minutes program, serving nearly 2,000 students at Santana and Mountain Empire High Schools The two-day events included a simulated drunk driving motor vehicle accident to raise student awareness of personal safety and how their choices can affect the lives of others
	c. Continue to provide free STOP the Bleed trainings to community members throughout SDC.	Ongoing (evaluated annually)	SMH Trauma Manager	<p><u>FY 2024 – 2025 Plan:</u> Continue providing free STOP the Bleed trainings in the community</p> <p><u>FY 2023 Activities:</u> SMH trauma center staff provided free community trainings on STOP the Bleed at the Lemon Grove Rod and Gun Club and at Standley Park in University City.</p>

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Identified Community Health Need – Access to Health Care				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<p>Background: STOP the Bleed is a national awareness campaign to train, equip and empower bystanders to assist in a bleeding emergency before professional help arrives.</p>
7. Provide support groups, health education and screenings on-site and at community events.	a. Provide health education and screenings at community health fairs and events.	Ongoing	Various	<p>FY 2023 Activities:</p> <ul style="list-style-type: none"> • In June, SMH participated in the annual Sharp Women’s Health Conference and attended by several hundred community members. <ul style="list-style-type: none"> ○ Staff from a variety of hospital services — including oncology, heart and vascular, rehabilitation, ortho/neuro, trauma and women’s imaging — provided attendees with education and resources on a range of health and lifestyle topics ○ The conference also included several presentations by SMH team members on a variety of topics • In March, team members from the Prehospital EMS department hosted a first-aid station at the two-day San Diego Crew Classic rowing event where they provided competitors and attendees with blood pressure checks and treatment for minor injuries
	b. Host community classes and support groups on a variety of health and wellness topics.	Ongoing	Various	<p>FY 2023 Activities:</p> <ul style="list-style-type: none"> • SMH provided support groups for hundreds of community members facing various health-related challenges including cancer, stroke, breastfeeding, postpartum mood disorders, and nutrition and support following bariatric surgery • Sharp Rehabilitation Services hosted several support groups in FY 2023 which served five to 10 community members per session, which included: a group for women with spinal cord injury and post- COVID-19 (coronavirus disease 2019) group for community members living with residual health issues from a prior COVID-19 diagnosis • Sharp Rehabilitation Services hosted a six-week course titled Long-Haul COVID-19 Cognitive Skills series for individuals experiencing cognitive issues following COVID-19

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Identified Community Health Need – Access to Health Care				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> ○ Although the series was provided for a fee, SMH waived the cost for community members who could not afford to pay • Sharp Rehabilitation Services provided free, online professional development Mindful Self-Compassion courses for community professionals <ul style="list-style-type: none"> ○ The eight-week course teaches mindfulness, self-kindness and self-compassion skills to help health professionals recognize difficult situations and respond with greater resilience • SMH hosted four orthopedic community webinars, which educated more than 100 community members about the prevention and treatment of shoulder, hip and knee pain conditions, as well as healthy bones and fall prevention
	c. Share education on a variety of health and wellness topics through the media.	Ongoing	Various	<p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> • SMH shared education on a variety of health and wellness topics through the hospital’s Facebook page and articles on Sharp Health News • SMH’s health and wellness education was featured in several local and national media outlets
8. Improve care management and clinical-community linkages that address social determinants of health through implementation of a new technology platform that shares health and social services data across health care and social service sectors.	a. Sharp will continue data sharing and collaboration with the San Diego CIE/211 to improve access to care and mitigate adverse outcomes related to social determinants of health.	June 2025	<p>Sharp VP ICM</p> <p>Manager, Sharp Community Benefit and Health Improvement</p> <p>VP, Sharp HospiceCare</p>	<p><u>FY 2024 – 2025 Plans:</u></p> <ul style="list-style-type: none"> • In FY 2024, Sharp ICM intends to expand their ability to leverage San Diego CIE/ 211 by enrolling individuals in the CIE program if not already completed in the community, allowing for hand-off to community organization and timely post-discharge care • Sharp is engaged with 211 leadership to explore opportunities to leverage data captured as a part of the CIE <ul style="list-style-type: none"> ○ This data exploration includes consideration for integration of data as well as extraction of data identified as pertinent for activities managed through the ICM team <p><u>FY 2023 Activities:</u></p>



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Identified Community Health Need – Access to Health Care				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none">• As of May 2023, there are 8,997 Sharp patients that have a matching client record in the CIE<ul style="list-style-type: none">○ Of those patients, 3,404 are Sharp Health Plan members• Housing, utilities, and nutrition are the top three domains of need <p>Background: Sharp implemented data sharing and collaboration with the 211’s CIE team to improve access to care and mitigate adverse outcomes related to social determinants of health, with pilot rollout and training beginning in 2019.</p>

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Identified Community Health Need – Children and Youth Well-Being

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
<p>1. Provide an injury and violence prevention program for children, adolescents and young adults throughout SDC.</p>	<p>a. Through partnership with the San Diego County Office of Education College and Career Readiness Team, educate high school students around injury and violence prevention and health care career readiness.</p>	<p>Ongoing</p>	<p>SMH Community Health Educator</p>	<p><u>FY 2023 Activities:</u> Sharp’s ThinkFirst program offered numerous educational opportunities for community students and residents.</p> <p>Through the partnership with the San Diego County Office of Education’s College and Career Readiness program, in FY 2023, Sharp’s ThinkFirst program provided injury prevention education to nearly 200 students in grades nine through 12 from Castle Park, Chula Vista, San Diego and Kearny high schools, as well as Monarch School, which serves students who are unhoused in SDC. The San Diego County Office of Education programs consisted of one- to two-hour virtual classes on topics including the modes of injury; disability awareness; the anatomy and physiology of the brain and spinal cord; and career opportunities in physical rehabilitation. Between one and six presentations were conducted for each school. These programs were enhanced by powerful testimonies from Sharp’s VIPs (Voices for Injury Prevention). Virtual presentations included a longer VIP portion and a lengthier question-and-answer segment to enhance the feeling of connectedness between the students and the VIP speakers. Even in a virtual format, students showed great engagement and participation in the presentations.</p> <p><u>Background:</u> Sharp’s ThinkFirst/Sharp on Survival program is a chapter of the ThinkFirst National Injury Prevention Foundation, a nonprofit organization dedicated to preventing brain, spinal cord, and other traumatic injuries through education, research and advocacy.</p> <p>The San Diego County Office of Education’s College and Career Readiness program connects school learning to the world of work. This is accomplished through project and work-based learning as well as developing career technical education programs designed to prepare students for careers in high-wage, high-growth industries.</p>

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Identified Community Health Need – Children and Youth Well-Being				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	b. Increase knowledge and awareness of the causes and risk factors of brain and spinal cord injury and injury prevention measures.	Ongoing	SMH Community Health Educator	<p>FY 2024 Plans:</p> <ul style="list-style-type: none"> Expand beyond the scope of the San Diego County Office of Education’s College and Career Readiness program to provide and provide educational presentations to schools in North County, Coronado and the South Bay Partner with the San Diego County Office of Education’s College and Career Readiness program through participation in conferences, round table events and collaborative projects <p>FY 2023 Activities: In FY 2022, Sharp’s ThinkFirst program continued to offer numerous educational opportunities for community students and residents. Please see line item 1a above for additional details.</p>
2. Increase professional development in health care careers for both students and current health care professionals in San Diego.	a. Provide career pathway programs and early professional development for high school students.	Ongoing	Various	<p>FY 2023 Activities:</p> <ul style="list-style-type: none"> In FY 2023, SMH and SMBHWN provided early professional development and career pathways for high school students <ul style="list-style-type: none"> More than 100 students shadowed SMH staff from various hospital teams, including but not limited to radiology, nursing, emergency, laboratory, engineering, and guest and patient services At SMBHWN, four Health Sciences High and Middle College (HSHMC) students devoted nearly 680 hours to rotations with maternal infant services, the NICU and the transport team <p>This strategy also addresses Identified Community Health Need – Workforce Development 1c. Please refer to that section for details.</p> <p>Background: Through Sharp’s partnership with HSHMC, students shadow health care providers in both patient and non-patient care environments to explore real-world applications of their school coursework.</p>

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Identified Community Health Need – Community Safety				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
<p>1. Increase education and awareness of health care professionals and community members in San Diego around violence and trauma, including human trafficking.</p>	<p>a. Collaborate with community organizations and health care professionals to share best practices and provide education around human trafficking.</p>	<p>Ongoing</p>	<p>SMH Assistant Librarian</p> <p>Sharp Coronado Hospital and Healthcare Center Medical Social Worker</p> <p>Trauma-Informed Care team at Sharp Mesa Vista Hospital</p>	<p><u>FY 2024 and 2023 Activities:</u></p> <p>In FY24, Sharp joined the SoCal Safe Shelter Collaborative to help improve access to community resources and promote trauma-informed best practices. All Sharp hospitals were onboarded and trained to provide referrals through this system.</p> <p>As part of the Health Subcommittee for the San Diego Regional Human Trafficking and Commercial Sexual Exploitation of Children Advisory Council (Health Subcommittee), the SMH assistant librarian and SCHHC medical social worker contributed to trainings and other events that helped equip community health care professionals and students with best practices to identify and support patients who have experienced human trafficking. This included:</p> <ul style="list-style-type: none"> • Fourth year as Facilitator for the Health, Education, Advocacy, Linkage Trafficking Train the Trainer Academy to more than 40 public health professionals and health educators • Shared trauma-informed care continuing medical education series with 575 community healthcare professionals • Provided education on trauma-informed approaches to human trafficking to more than 120 physician assistant and nursing students from PLNU and National University • Reached community members through monthly Health Subcommittee meetings, which were also recorded and shared on YouTube, as appropriate. Overall, more than 600 community members received meeting details, best practices, and resources related to the variety of topics covered throughout the year • Updated the Welcome Packet: A Guide to Best Practices and Resources to support healthcare providers and systems in implementing best practices • Partnered with HT-RADAR (PLNU Center for Justice & Reconciliation) Healthcare and Human Trafficking Summit, where two Sharp team members shared information on a panel to 100 attendees in October

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Identified Community Health Need – Community Safety				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<p>Background: In 2018, the SMH assistant librarian created the Health Subcommittee. This multidisciplinary group — including physicians, nurses, mental health professionals, social workers, executives and community stakeholders — was established to support health care systems in addressing human trafficking through best practice sharing, protocol development and education.</p> <p>To equip Sharp and community health systems with trauma-informed care skills, Sharp collaborated with the Health Subcommittee, Palomar Health and the Institute on Violence, Abuse and Trauma to create a trauma-informed care continuing medical education series for physicians, PAs, nurse practitioners, nurses, licensed marriage and family therapists, licensed clinical social workers, and other interested individuals within and outside the medical profession.</p> <p>Sharp’s Continuing Medical Education Department has supported these efforts by providing numerous continuing medical education activities targeted to Sharp and non-Sharp community physicians and providers related to human trafficking and trauma-informed care.</p> <p>To date, the SMH assistant librarian has provided trauma-informed care trainings for Palomar Health’s California Clinical Forensic Medical Training Center, Sharp Nursing Grand Rounds, Sharp Metropolitan Medical Campus’s Rehabilitation department, Sharp’s Social Work department, PLNU School of Nursing, PLNU’s Physician Assistant Program, National University School of Nursing, and San Diego County public health nurses</p>
	b. Collaborate with community organizations to improve data collection and assessments for non-fatal strangulation.	Ongoing	SMH Assistant Librarian	<p>FY 2023 Activities: Currently, Sharp diagnoses and treats non-fatal strangulation to reduce the number of stroke and homicide events, which is prevalent in patients who have experienced domestic violence, sex trafficking and prostitution. Sharp plans to train clinicians in this area to prioritize safety planning for these patients.</p>

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Identified Community Health Need – Community Safety				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	c. Implement human trafficking and trauma-informed care trainings and protocols at Sharp.	Ongoing	SMH Assistant Librarian SMH Emergency Department Leadership Sharp’s Continuing Medical Education Department	<p>Sharp FY 2024 - 2025 Plans: In FY 2024 and FY 2025, Sharp’s plans include:</p> <ul style="list-style-type: none"> • Creating a corporate workgroup to establish trauma-informed care as “standard work” and protocols centered around best practices • Teaching trauma-informed care as an extension of person-centered care • Implementing completed protocols, which include replacing previously used screening tools with the PEARR Tool, teaching trauma-informed care as a universal precaution and hiring a survivor consultant to review protocols and make recommendations. • Lead the “clinical validation” of the PEARR Tool • Speak at the “Nurse Appreciation Event” a continuing education event for San Diego County public health nurses. Follow up with resources to adopt best practices. Integrating best practices on human trafficking and trauma-informed care into new nurse orientations • Update the personal safety questions with the Epic customization <p>FY 2024 and 2023 Activities: In FY 2024, Sharp plans to expand implementation of trauma-informed care protocols for SMV, SMBHWN, SGH, Sharp Chula Vista Medical Center, Sharp Rees-Stealy Medical Centers and Sharp Community Medical Group clinicians to support patients who have been trafficked or have experienced similar exploitation/abuse. The SMH and Sharp Coronado Hospital and Healthcare Center EDs currently have protocols in place for clinicians identifying patients who have been trafficked.</p> <p>Sharp Coronado Hospital and Healthcare Center developed a protocol for identification of trafficked persons, responses within the healthcare system, and resources to provide to patients. Responsible parties plan to create a mandatory staff training in the Sharp Coronado Hospital and Healthcare Center ED for domestic violence and human trafficking, which will take place in July 2024 and will be overseen by a survivor consultant.</p>



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Identified Community Health Need – Community Safety				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
2. Increase health literacy for patients and community members through education and outreach.	a. Continue to participate in the California Highway Patrol’s Every 15 Minutes program.	Ongoing (evaluated annually)	SMH Trauma Manager	FY 2023 Activities: This strategy also addresses Identified Community Health Need – Access to Health Care 6b . Please refer to that section for details.
	b. Continue to provide free STOP the Bleed trainings to community members throughout SDC.	Ongoing (evaluated annually)	SMH Trauma Manager	FY 2023 Activities: This strategy also addresses Identified Community Health Need – Access to Health Care 6c . Please refer to that section for details.

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Identified Community Health Need – Economic Stability				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Improve outcomes for vulnerable, underfunded patients and community members through facilitated referral and connection to social, practical and other services in the community.	a. Connect vulnerable, underfunded patients and community members to local resources and organizations for low-cost medical equipment, housing options and follow-up care.	Ongoing	SMH Director, Case Management & Social Work SMH Lead Medical Social Worker	<p>FY 2023 Activities:</p> <ul style="list-style-type: none"> SMH provided assessments for those at risk for psychiatric and developmental disorders and substance use issues, as well as referrals for housing, medication management and supportive community services Sharp Metropolitan Medical Campus provided more than \$111,500 in free medications and transportation to individuals with financial barriers through its Project HELP program SMH funded temporary housing or skilled nursing care for several patients, including individuals experiencing homelessness <p>Background: SMH assists high-risk, underserved patients with transportation home from the hospital as well as with connections to community resources for food, clothing and housing. Each year the SMH provides new items of clothing to patients who lack usable clothing at discharge, including individuals experiencing homelessness, trauma patients from the ED and any other patient who lacks clothing when leaving the hospital. SMH may also provide uninsured patients with financial assistance for medication and medical equipment.</p>

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Identified Community Health Need – Workforce Development				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Increase professional development in health care careers for both students and current health care professionals in San Diego.	a. Provide opportunities for health care professionals through speaking engagements and professional development courses.	Ongoing	Various	<p>FY 2024 Plan:</p> <ul style="list-style-type: none"> • Offer education and training programs for community health professionals <p>FY 2023 Activities:</p> <ul style="list-style-type: none"> • SMH team members supported the development of community health professionals • SMH Health Sciences Library team member provided education on trauma-informed approaches to human trafficking to more than 120 physician assistant and nursing students from PLNU and National University • In October 2022 and April 2023, a SMBHWN neonatal clinical nurse specialist provided a lecture on initial stabilization for NICU infants post-delivery and pre-transport at Rady Children’s Hospital San Diego to approximately 40 students, nurses and respiratory care practitioners <ul style="list-style-type: none"> ○ Open to local, regional, national and international neonatologists, the course is one of only a few similar training programs in the country • In May 2023, several SMH nurses presented at the National Association of Orthopaedic Nurses Annual Congress conference in Pittsburgh, Pennsylvania <ul style="list-style-type: none"> ○ Presentations included Orthopedic Trauma and Psychosocial Distress, as well as Sleep Protocol for Total Joint Patients ○ Approximately 800 professionals attended the event <p>Please refer to Identified Community Health Need – Community Safety and Identified Community Health Need – Diabetes for details on other Sharp efforts and opportunities for health professionals.</p>
	b. Provide opportunities for college and university students through internships, presentations and	Ongoing	Various	<p>FY 2024 and 2023 Activities:</p>

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Identified Community Health Need – Workforce Development				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	professional development courses.			<ul style="list-style-type: none"> • In FY 2024 and 2023, SMBHWN and SMH collaborated with local, state and national colleges and universities to provide hospital-based opportunities for students to explore and train for a variety of careers in health care • In FY 2023, The SMH Clinical Pastoral Education program continued to train five chaplain students, and has had an enrollment of over 200 students to since its inception <ul style="list-style-type: none"> ○ This program has served the San Diego community by training chaplains who serve in health care, prison, skilled nursing facilities, hospices and congregations ○ In December 2022, a pastoral care team member presented on integrative healing modalities to six nursing students from University of San Diego ○ The SMH Clinical Pastoral Education program ceased operations in August 2023 • In FY 2023, SMBHWN served as a training site for more than 245 nursing students, 12 advanced practice provider students and nearly 210 ancillary (non-nursing) students, who spent over 82,600 hours on the hospital campus • In October 2022 and April 2023, a SMBHWN neonatal clinical nurse specialist provided a lecture on initial stabilization for NICU infants post-delivery and pre-transport at Rady Children’s Hospital San Diego to approximately 40 students, nurses and respiratory care practitioners <ul style="list-style-type: none"> ○ Open to local, regional, national and international neonatologists, the course is one of only a few similar training programs in the country • In FY 2023, SMH offered students and interns throughout SDC various placement and professional development opportunities <ul style="list-style-type: none"> ○ SMH and SMBHWN partnered with Midwestern University in Glendale, Arizona, to provide physician-led mentorship opportunities for 12 medical students
	c. Provide career pathway programs and early professional development for high school students.	Ongoing	Various	<p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> • In FY 2023, SMH and SMBHWN provided early professional development and career pathways for high school students through the HSHMC program

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Identified Community Health Need – Workforce Development				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> ○ More than 100 students shadowed SMH staff from various hospital teams, including but not limited to radiology, nursing, emergency, laboratory, engineering, and guest and patient services ○ At SMBHWN, four HSHMC students devoted nearly 680 hours to rotations with maternal infant services, the NICU and the transport team <p>This strategy also addresses Identified Community Health Need – Children and Youth Well-Being 1a. Please refer to that section for details.</p> <p>Background: Through Sharp’s partnership with HSHMC, students shadow health care providers in both patient and non-patient care environments to explore real-world applications of their school coursework.</p>
2. Contribute to the expansion of scientific knowledge and medical advancements throughout the larger health and research communities.	a. Participate in clinical trials and national conferences as well as share best practices with the community and health professionals.			<p>FY 2023 Activities:</p> <ul style="list-style-type: none"> ● SMBHWN team members contributed their expertise to the broader health care community through participation in professional conferences and events ● In FY 2023, SMH contributed to numerous clinical trials investigating areas including but not limited to oncology, cardiology, behavioral health, neurology and rehabilitation ● In addition, SMH conducted orthopedic clinical trials to improve care and outcomes of patients with musculoskeletal disorders, including osteoarthritis, cartilage repair, hip dysplasia and bone injury, as well as bone regeneration treatment ● In FY 2023, the NRI shared its expertise and groundbreaking research developments with the greater health and research communities <ul style="list-style-type: none"> ○ Presentation topics included, but were not limited to, neurocritical care of the neonate, state-of-the-art delivery room resuscitation, technologies to optimize delivery room resuscitation, and concepts and controversies in umbilical cord management for newborn infants

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Identified Community Health Need – Workforce Development				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> ○ The NRI’s research findings have been shared in several distinguished medical journals ● In FY 2023, SMBHWN participated in Sharp’s virtual Annual Interprofessional Research & Innovations Conference <ul style="list-style-type: none"> ○ Two SMBHWN team members provided a podium presentation titled A Study to Determine the Caregiver’s Perception of Patient & Family Civility ○ The research study aimed to identify and evaluate health care workers’ perceptions of the levels of incivility directed towards health care workers by patients and their families, with a goal to inform effective strategies and policies for mitigation ○ Two SMBHWN nurses provided a podium presentation titled The Implementation of Early Skin to Skin to Improve Patient Outcomes and Parent Engagement ○ The presentation highlighted a quality improvement project aiming to decrease the average number of days from birth to first skin-to-skin contact in infants born less than 29 weeks’ gestation from a baseline of 14.2 to 7.0 days of life